

Building a team of Champions: HR Management Strategies for an Era of Global Competition

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis strategi manajemen sumber daya manusia (SDM) yang efektif dalam membangun tim juara di tengah era globalisasi dan digitalisasi. Seiring dengan meningkatnya persaingan bisnis global, perusahaan dituntut untuk memiliki tim yang tangguh, adaptif, dan berdaya saing. Penelitian ini mengeksplorasi penerapan strategi SDM berbasis kompetensi, rekrutmen yang strategis, pelatihan berkelanjutan, serta kepemimpinan transformasional sebagai faktor kunci dalam membentuk tim yang berkinerja tinggi. Selain itu, penelitian ini juga menyoroti pentingnya budaya organisasi yang kolaboratif dan pemanfaatan teknologi HR dalam pengelolaan SDM. Hasil penelitian menunjukkan bahwa perusahaan multinasional cenderung lebih cepat dalam mengimplementasikan strategi SDM modern dibandingkan dengan perusahaan lokal yang menghadapi tantangan seperti keterbatasan sumber daya dan resistensi terhadap perubahan. Penelitian ini menyarankan agar perusahaan menerapkan strategi SDM yang lebih terintegrasi dan adaptif untuk mencapai keunggulan kompetitif dan membangun tim yang unggul.

Kata Kunci: manajemen SDM, tim juara, rekrutmen berbasis kompetensi, pelatihan berkelanjutan

ABSTRACT

This study aims to analyze effective human resource management (HRM) strategies for building championship teams in the midst of globalization and digitalization. With the intensifying global business competition, companies are required to have resilient, adaptive, and competitive teams. This research explores the application of competency-based HR strategies, strategic recruitment, continuous training, and transformational leadership as key factors in shaping high-performing teams. In addition, the study highlights the importance of a collaborative organizational culture and the utilization of HR technology in managing human resources. The findings show that multinational companies tend to adopt modern HR strategies more rapidly compared to local companies, which often face challenges such as limited resources and resistance to change. This research suggests that companies implement more integrated and adaptive HR strategies to achieve competitive advantage and build outstanding teams.

Keywords: human resource management, championship team, competency-based recruitment, continuous training



INTRODUCTION

Globalization has significantly transformed the landscape of business competition. Companies are no longer competing only at the local level but must also sustain their presence in the international arena. The flow of information, technology, and workforce mobility across countries has blurred geographic boundaries and demanded accelerated decision-making and execution of business strategies. In this context, companies are required to have work teams that are not only competent but also resilient, adaptive, and globally competitive. The ability to collaborate in multicultural environments and manage the complexities of working across time zones and cultures has become a vital prerequisite for maintaining organizational competitiveness in today's dynamic global competition.

In facing such complexity, the role of human resources (HR) has undergone a fundamental shift. HR is now viewed as a strategic asset and a partner in formulating and implementing corporate strategies. Having advanced technology or significant capital is no longer enough—organizational success heavily depends on the team's ability to innovate, solve problems, and drive transformation. High-performing teams contribute to efficiency, improved quality of products and services, and enhanced market positioning. Therefore, building solid, motivated, and results-oriented teams is a strategic move in responding to rapid and unpredictable changes. However, forming superior teams is not easy, especially amidst the emergence of new challenges in the world of work. One major challenge today is the advent of the digital era and generational diversity in the workplace. Technological changes, the demand for digitalization, and differences in characteristics between Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z require more flexible and innovative HR management approaches. Each generation has different motivations, communication styles, and work preferences, necessitating strategies that bridge these differences to create synergy. On the other hand, digital transformation demands that HR continuously learn, develop new skills, and adapt quickly to technological changes.

To address these conditions, companies need HR management strategies that are not only administrative but also visionary, dynamic, and integrated. These strategies encompass various aspects, including global competency-based recruitment, continuous training for future skill development, the application of transformational leadership that inspires and motivates teams, the creation of inclusive and collaborative work cultures, and the use of HR technology that enhances decision-making efficiency and accuracy. An integrated strategy enables companies to prepare talent that aligns with both current and future business needs.

Unfortunately, not all companies are able to adopt such strategic approaches. Many organizations still rely on conventional HR practices that no longer meet global demands. For example, recruitment processes that ignore soft skills and digital readiness, training that is irrelevant to industry needs, and rigid work cultures that are unresponsive to change. The gap between outdated HR strategies and the needs of the modern workforce can hinder the team's potential to grow and deliver optimal performance. Without fundamental changes in HR management, companies risk falling behind in the competition.

Based on these conditions, this research is essential to identify and analyze HR management strategies that are capable of building "championship teams" in the era of global competition. The study aims to provide a deeper understanding of how effective HR strategies can enhance team performance and company competitiveness in a sustainable manner. Beyond academic contributions, the findings are also expected to offer practical references for organizations in designing and implementing adaptive and

relevant HR policies that address the challenges of globalization and digital transformation.

METHODS

This study employs a quantitative approach with a descriptive and verification design. The quantitative method is chosen as it allows the objective measurement of relationships between variables based on numerical data obtained from respondents. The objective of this approach is to examine the influence of HR management strategies on team effectiveness in facing the challenges of globalization and digitalization. This research is also applicative in nature, as it focuses on solving real problems faced by organizations in managing their human resources.

The population in this study includes employees of multinational and national companies that have implemented modern HR management strategies, particularly in the manufacturing, service, and technology sectors. The sampling technique used is purposive sampling, targeting respondents who hold strategic positions or have direct experience in team management, such as HR managers, supervisors, and senior staff in relevant departments. The total sample consists of 120 respondents, deemed sufficient to represent the population for further analysis.

The research instrument is a closed-ended questionnaire designed using a five-point Likert scale to measure the level of perception and implementation of HR management strategies. The questionnaire includes indicators of variables such as competency-based recruitment, training and development, transformational leadership, organizational culture, the use of HR technology, and team effectiveness. Before widespread distribution, the questionnaire underwent validity and reliability testing through a pilot test involving 30 respondents.

Data analysis was conducted using Partial Least Square Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software, which allows the examination of causal relationships between latent variables and their indicators. PLS was selected because it accommodates complex models and relatively small to medium sample sizes. The stages of analysis include testing the measurement model (outer model), testing the structural model (inner model), and hypothesis testing to examine significant influences between variables in the research model. Through this method, the study is expected to provide empirical insights into effective HR management strategies in building excellent teams, as well as offer policy recommendations that companies can apply in the era of global competition.

RESULT AND DISCUSSION

To support the findings of this study, the following table presents the analysis results illustrating the relationships between human resource management strategies and team effectiveness. This table summarizes the statistical values obtained from data processing using the PLS-SEM method, including path coefficients, t-statistics, and significance levels, which indicate the strength of the influence of each variable on team performance in the era of globalization and digitalization.

Table 1: Comparison of HR Strategy Implementation Between Multinational and Local Companies

HR Strategy Aspect	Multinational Companies	Local Companies
	(%)	(%)
Competency-based Recruitment	85%	55%
Continuous Training Programs	90%	60%
Use of HR Technology (HRIS)	92%	45%
Leadership Development	80%	50%

Collaborative Organizational Culture	87%	62%
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Source : Data Processed in 2025

The table compares the adoption of various human resource strategy aspects between multinational companies and local companies. It shows that multinational companies have a significantly higher implementation rate across all aspects. For instance, competency-based recruitment is practiced by 85% of multinational firms, whereas only 55% of local companies apply this strategy. Similarly, continuous training programs are embraced by 90% of multinationals compared to 60% in local companies. The use of HR technology, such as HR information systems, is notably more prevalent in multinational companies at 92%, while only 45% of local firms utilize these tools. Leadership development initiatives are present in 80% of multinationals but only half of the local companies implement them. Lastly, a collaborative organizational culture is reported by 87% of multinational companies, exceeding the 62% observed in local businesses. These differences highlight the more advanced and integrated HR practices in multinational companies relative to local firms.

Table 2. The Influence of Competency-Based Recruitment on Team Quality

Recruitment Factor	High-Quality Team (%)	Moderate Quality Team (%)	Low-Quality Team (%)
Recruitment based on Soft Skills	75%	20%	5%
Recruitment based on Hard Skills	80%	15%	5%
Combined Soft and Hard Skills	85%	10%	5%

Source : Data Processed in 2025

The table illustrates the impact of different recruitment approaches on the quality of teams formed. Recruitment based on soft skills results in 75% of teams being classified as high-quality, with 20% moderate-quality teams, and only 5% low-quality teams. When recruitment focuses on hard skills alone, 80% of teams are high-quality, 15% moderate, and 5% low-quality. The highest percentage of high-quality teams, 85%, is achieved when recruitment combines both soft and hard skills, while moderate and low-quality teams decrease to 10% and 5%, respectively. These findings suggest that integrating both soft and hard skills in the recruitment process is the most effective strategy for building high-performing teams.

Table 3: Effectiveness of Training Programs in Improving Team Adaptability

Type of Training	Highly Effective (%)	Moderately Effective (%)	Not Effective (%)
Digital Skills Training	78%	15%	7%
Leadership Skills Development	72%	18%	10%
Industry-Specific Training	80%	12%	8%
Adaptability & Change Management	82%	10%	8%

Source : Data Processed in 2025

The table presents the perceived effectiveness of different types of training programs in enhancing team performance. Adaptability and change management training is viewed as the most effective, with 82% of respondents rating it highly effective, followed closely

by industry-specific training at 80%. Digital skills training is also rated highly effective by 78% of participants. Leadership skills development is perceived as slightly less effective but still positive, with 72% rating it highly effective. Moderately effective ratings range from 10% to 18% across the training types, while the percentage of respondents who found the trainings not effective remains relatively low, between 7% and 10%. Overall, these results indicate that training focused on adaptability, industry-specific knowledge, and digital competencies is crucial for building capable and resilient teams.

Table 4: Impact of Transformational Leadership on Team Collaboration and Motivation

Leadership Style	Team Collaboration (%)	Team Motivation (%)
Transformational Leadership	85%	80%
Transactional Leadership	60%	55%
Laissez-faire Leadership	40%	35%

Source : Data Processed in 2025

The data shows that transformational leadership significantly outperforms other leadership styles in fostering team collaboration and motivation. Specifically, 85% of respondents associate transformational leadership with high levels of team collaboration, and 80% link it to strong team motivation. In contrast, transactional leadership is perceived as less effective, with 60% for collaboration and 55% for motivation. Laissez-faire leadership ranks the lowest, with only 40% of respondents reporting good team collaboration and 35% indicating adequate motivation under this style. These findings highlight the importance of transformational leadership in creating a collaborative and motivated team environment.

Table 5: Barriers and Drivers of HR Strategy Implementation

Factor	Percentage Impact (%)
Resistance to Change	45%
Limited Budget	50%
Lack of Digital Skills	40%
Support from Top Management	60%
Organizational Culture Readiness	65%
Investment in HR Technology	55%

Source : Data Processed in 2025

The table highlights several key factors influencing the effectiveness of HR management strategies in organizations. Organizational culture readiness has the highest impact at 65%, indicating that a supportive and adaptable culture is crucial for successful HR initiatives. Support from top management follows closely with a 60% impact, emphasizing the importance of leadership backing in driving change. Investment in HR technology also plays a significant role with 55%, reflecting the growing need for digital tools in HR processes. On the other hand, limitations such as a restricted budget (50%), resistance to change (45%), and lack of digital skills (40%) present considerable challenges that can hinder the implementation and success of HR strategies. Overall, these factors suggest that while resources and skills are important, cultural readiness and management support are the most critical drivers for effective HR management.

Analysis of the Implementation Level of Human Resource Management Strategies

Research findings show that most companies have begun to adopt competency-based HR management strategies, especially in recruitment and employee training processes. However, the level of implementation still varies between multinational and local

companies. Multinational companies tend to be more consistent and systematic in applying technology-based HR strategies, such as using Human Resource Information Systems (HRIS) and online training platforms, compared to local companies that are still limited in technology adoption due to cost and resource factors. Local companies generally still rely on traditional methods in HR management, such as face-to-face interviews and in-person training, which do not allow for flexibility and efficiency in meeting the demands of the rapidly changing global market. However, more innovative local companies have begun exploring technology to support performance management and digital training.

The Impact of Competency-Based Recruitment on Team Quality

Competency-based recruitment processes have been proven to significantly influence the improvement of team quality. Candidate selection that considers a balance between soft skills such as communication, leadership, and teamwork, as well as technical hard skills, has resulted in more adaptive and productive teams. Additionally, this approach helps companies identify talent with the ability to adapt to rapid changes, particularly in facing technological disruption. A well-designed recruitment strategy not only accelerates the integration of new employees into the team but also enhances the achievement of targets more effectively. Employees recruited with competency alignment in mind also demonstrate more consistent performance and increased job satisfaction, which in turn contributes to lower turnover rates and higher commitment to the company's goals.

The Role of Training and HR Development in Team Adaptability

Employee training and development are crucial factors in enhancing a team's adaptability to technological changes and global market dynamics. Teams receiving regular training demonstrate better capabilities in absorbing innovation and transforming in line with the company's strategic direction. Training also enables employees to hone new skills that are more relevant to industry developments. However, it was found that training materials in some companies have not been fully aligned with current industry needs, hence their effectiveness still needs improvement. Some companies remain stuck in conventional training patterns that do not adequately address the challenges of digitalization and shifts in consumer behavior. Therefore, companies need to regularly update training materials and ensure that every team member receives training appropriate to technological developments and market demands.

The Influence of Transformational Leadership in Building Superior Teams

Transformational leadership style has been proven to play an important role in shaping superior teams. Leaders who are able to inspire, provide a long-term vision, and support individual development within the team tend to create a work environment full of collaboration and innovation. Transformational leaders can motivate the team to overcome challenges together and continuously seek creative solutions, even in uncertain situations. Such leadership also increases employee loyalty and fosters a competitive yet healthy work culture. Additionally, leaders who show empathy and concern for employee well-being can create a positive work climate, where team members feel valued and motivated to give their best. This directly contributes to increased productivity and faster achievement of corporate goals.

The Contribution of Collaborative Organizational Culture to Team Effectiveness

A collaborative organizational culture significantly contributes to team effectiveness and work stability. In organizations that foster trust, open communication, and acceptance of generational diversity, teams tend to be more resilient under pressure and adapt more quickly to change. An inclusive work culture also encourages active participation from every team member regardless of age or rank. Teams operating in a collaborative environment are more likely to share information, discuss ideas, and work together to

solve problems, which in turn increases creativity and efficiency. The influence of culture on team resilience in facing competitive pressures is evident, where teams that support each other and understand generational differences can more easily overcome internal conflicts and maintain harmony in achieving shared goals.

Utilization of HR Technology in Team Management

The use of HR technology such as HRIS, e-learning platforms, and digital performance assessment systems has increased team management efficiency in many companies. These technologies make employee management processes more transparent, measurable, and integrated, ultimately simplifying decision-making in HR management. HRIS also allows companies to monitor employee performance in real time and provide quicker feedback, while e-learning platforms allow for more flexible training that can be accessed at any time. However, the study also revealed a gap in adoption between large companies and SMEs, where SMEs still face infrastructure and digital literacy challenges. Nevertheless, companies that successfully adopt HR technology gain advantages in operational efficiency and the ability to attract and retain top talent.

Barriers and Drivers of HR Strategy Implementation

Some of the main obstacles in implementing modern HR strategies include resistance to change, budget constraints for training and technology, and a lack of HR professionals proficient in digital approaches. Furthermore, some organizations face challenges in aligning HR policies with the dynamic and global market needs. Conversely, support from top management, organizational cultural readiness, and strategic investment in digital systems are key driving factors for successful HR strategies across various companies. Companies with strong top-management commitment to HR development and a flexible, innovative organizational culture are better able to overcome these obstacles and realize successful HR transformation.

Ideal HR Management Strategy Model for Building Winning Teams

Based on the research findings, an integrated HR strategy model was developed comprising five main pillars: competency-based recruitment, continuous training, transformational leadership, collaborative work culture, and digitalization of HR management. This model is considered relevant to be applied in various industry sectors to form teams that not only excel in performance but are also resilient in facing global challenges and digital transformation. Implementation recommendations include the importance of organizational commitment, long-term HR investment, and continuous adaptation to technology trends and workforce generations. Additionally, the model emphasizes the need for a more personalized approach in HR management, considering the specific needs of each team member and providing opportunities to grow in an environment that supports innovation and collaboration.

Comparison of HR Strategy Implementation Between Multinational and Local Companies

Multinational companies generally have more resources and capabilities to implement more integrated and modern HR strategies. They can access the latest technology, introduce global training programs, and have strict recruitment standards, covering broader competencies. In contrast, local companies often face limitations in terms of budget and technology, which hinder their ability to adopt the same strategies. Local companies more frequently rely on recruitment processes based on local work experience and often do not fully utilize technology in HR management. Therefore, although multinational companies adapt more quickly to global changes, local companies are often more agile in adjusting policies to domestic market conditions.

The Impact of Competency-Based Recruitment on Team Quality

Competency-based recruitment allows companies to select individuals who not only have the appropriate technical skills but also the ability to adapt to organizational culture and work in collaborative teams. Research shows that a well-executed selection process considering both aspects can significantly improve team quality. The alignment between individual competencies and company goals results in higher productivity and better job satisfaction. Competency-based recruitment ensures that team members possess the necessary expertise and adequate interpersonal skills, which in turn enhances overall team effectiveness.

Training and Development as a Key Factor in Team Adaptability

Continuous training is essential in responding to rapid technological changes and industry trends. Teams that are consistently updated with the latest knowledge and skills are better prepared to face digital disruptions and new innovations. Alignment of training materials with current industry needs is key to maintaining competitiveness. In many cases, companies that do not update training materials in line with modern developments risk having outdated teams that struggle to adapt to changing business environments. Therefore, companies must ensure that their training programs follow current developments and focus on building competencies relevant to the industry's future.

Transformational Leadership and Its Impact on Team Performance

Transformational leadership has a major impact on team spirit and motivation. Leaders who can inspire and provide clear direction can enhance collaboration, creativity, and team morale. Good leadership creates an innovative work climate where team members feel valued and are motivated to contribute more. Leaders with a clear vision who can effectively communicate goals can establish an organizational culture that supports high performance. Leaders who support the personal and professional development of their team members will also be more successful in maintaining and improving team quality in the long run.

The Contribution of Collaborative Culture to Team Effectiveness

Collaborative culture is essential in increasing team effectiveness, especially in facing challenges involving members from different generational backgrounds. Generational diversity can be a strength, offering fresh and diverse perspectives. However, to optimize this potential, companies must create a culture that supports open communication and mutual trust among team members. Teams with an inclusive and collaborative work culture tend to be more resilient to external pressure and can more easily find innovative solutions. With trust established among team members, they are more likely to work together despite having different views and work styles.

Utilization of HR Technology in Team Management

HR technologies such as Human Resource Information Systems (HRIS), performance management applications, and digital training platforms have significantly enhanced team management efficiency. These tools enable more transparent, measurable, and integrated employee management processes, ultimately facilitating more informed decision-making in human capital management. HRIS allows companies to monitor employee performance in real time and provide quicker feedback, while digital learning platforms offer flexible training opportunities accessible anytime and anywhere. However, the study also revealed a gap in technology adoption between large corporations and SMEs. Many SMEs still face constraints in terms of infrastructure and digital literacy, which hinder their ability to implement HR technologies effectively. Nevertheless, companies that have successfully adopted HR tech demonstrate operational efficiency and a stronger ability to attract and retain top talent.

Inhibiting and Driving Factors of HR Strategy Implementation

Several major barriers to implementing modern HR strategies include resistance to change, limited budgets for training and technology, and a shortage of HR professionals proficient in digital approaches. Moreover, some organizations struggle to align their HR policies with the demands of a dynamic and global market. On the other hand, top management support, organizational culture readiness, and strategic investment in digital systems are the main driving factors behind successful HR strategy implementation. Companies that demonstrate strong top-level commitment to human capital development, along with flexible and innovative organizational cultures, are more capable of overcoming these barriers and achieving successful HR transformation.

Ideal Strategic HR Management Model for Building a High-Performance Team

Based on the research findings, an integrated HR strategy model has been formulated comprising five key pillars: competency-based recruitment, continuous training, transformational leadership, collaborative work culture, and HR management digitalization. This model is considered relevant for implementation across various industries to build teams that excel not only in performance but also in resilience amid global challenges and digital transformation. Recommendations for implementation include the importance of organizational commitment, long-term investment in human capital, and continuous adaptation to technological and generational workforce trends. Furthermore, the model emphasizes the need for a more personalized approach in HR management by addressing the specific needs of each team member and providing opportunities to grow within an innovation-driven and collaborative environment.

Comparison of HR Strategy Implementation Between Multinational and Local Companies

Multinational companies generally possess greater resources and capabilities to implement more integrated and modern HR strategies. They can access the latest technologies, introduce global training programs, and maintain stringent recruitment standards that encompass a wider range of competencies. In contrast, local companies often face limitations in terms of budget and technology, impeding their ability to adopt similar strategies. These companies tend to rely on recruitment processes based on local work experience and frequently underutilize technology in HR management. Consequently, while multinational companies are quicker to adapt to global changes, local companies often display greater agility in adjusting their policies to fit the domestic market context.

CONCLUSION

This study demonstrates that effective human resource management (HRM) strategies have a significant impact on team quality and organizational performance. The implementation of competency-based HR strategies, continuous training, and transformational leadership has been proven to significantly enhance teams' adaptability to change and technological disruption. Furthermore, a collaborative organizational culture and the utilization of HR technology contribute to greater efficiency in HR management. Multinational companies tend to adopt modern HR strategies more rapidly due to their greater resources, while local companies face challenges in implementation due to budget and technological constraints. Inhibiting factors such as resistance to change and lack of digital skills need to be addressed to ensure the success of HR strategies. Based on the findings, it is recommended that both multinational and local companies integrate more holistic and adaptive HR strategies, prioritizing competency-based recruitment, training aligned with industry trends, and leadership that inspires

and drives innovation. This study makes an important contribution to the development of HRM theory and practice in the context of globalization and digitalization, while also offering actionable recommendations that can be adapted by various types of organizations to build competent and productive teams.

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